

OPERATIONS BUSINESS TEAM  
November 28, 2000 (DRAFT)

	OPPORTUNITY CATEGORY	DECISIONS AND ACTIONS	STATUS / ISSUES / COMPLETION DATES	NEXT OBT REVIEW DATE	RESPONSIBLE PERSON(S)
1	Compliance	Communicating RD&E Internal Science in Response to Information Requests From WRA & Others	Issue discussed and taken under consideration for discussion with WRA executive management tentatively scheduled for November 2000.	DONE	R. Solana
2	Consumer Connection	Pack Outsert Development & Capability	Presentation made reviewing current status & timeline. Project objective is to provide standardized onsert/outsert capability on all PM USA packaging machinery. NPC presentation scheduled for 11/17/00; assuming NPC approval, implementation schedule to be developed by January 2001. Plan to begin implementing outsert units in April 2001. Outsert work has highest priority over other packaging initiatives.	DONE	G. Cummings
3	Costs & Cash Flow	MONTHLY - Operations Budget Update for September	Presentation made reviewing YTD position vs. 3RF 2000 forecast. Projection for total year to be available during the week of 10/30/00. Objective is still to finish year on budget for variable and fixed costs.	DONE	M. Saine
4	Quality System Implementation	Review of 3rd Party Assessment Results	Presentation made reviewing 3rd Party Assessment by W. Gundaker and L. Quanz. Audit addressed questions as follows: How does QS look from "regulatory" point of view? What would be "regulatory" risks in assessment findings? Is the QS Standard complete? Assessment was performed at Park 500, MC and Cabarrus assuming Scenario 6. Conclusions and next steps as follows: Current QS development and implementation plan includes activities to address most identified gaps. Acceptance design work (incoming, in process and final product) needs to be accelerated. Planned contamination control work should be incorporated in the plan. Problem solving should be conducted to address identified performance issues (document approval cycle time, lack of QS discipline, investigate number of product Holds). Need to assure availability of funding for critical program requirements (sanitation, utilities, headcount, etc). Need to develop coherent QS explanations for potential future regulatory inspections. Will plan assessments for YMF and Semi-works.	DONE	J. Carboni

PM3001336637

OPERATIONS BUSINESS TEAM  
November 28, 2000 (DRAFT)

5	Costs & Cash Flow	Case Packed Oriental - Decision to Move to Primary	S. Muller to give presentation. Time: 20 min.	11/30/00	M. Farris
6	Costs & Cash Flow	Cigarette Spec Change for KS & 100's - Implementation Decision	M. Mobrem to give update. Time: 20 min.	11/30/00	H. Alonso
7	Costs & Cash Flow	MONTHLY - Operations Budget Update for October	E. Johnson to give update. Time: 30 min.	11/30/00	M. Saine
8	Costs & Cash Flow	QUARTERLY - Review of Open Capital Projects	R. Sarmento to make presentation. Time: 30 min.	11/30/00	M. Saine
9	Organizational Capability	PMECF Update	T. Hanson to give update. Time: 30 min.	11/30/00	T. Hanson
10	Quality System Implementation	Preview of 4th Quarter Management Review	J. Bickett & R. Fenner to make presentation. Time: 45 min.	11/30/00	J. Carboni
11	Compliance	QUARTERLY Review - Warrant Response Plan	J. Holleran to circulate plan for revisions prior to meeting. Time: 5 min.	12/18/00	J. Holleran
12	Costs & Cash Flow	MONTHLY - Operations Budget Update for November	E. Johnson to give update. Time: 30 min.	12/18/00	M. Saine
13	Costs & Cash Flow	Operations Measures	K. Kriva to give update. Time: 20 min.	12/18/00	H. Burnley
14	Costs & Cash Flow	QUARTERLY Review - Strategic Equipment Reserve	R. Arents to make presentation. Time: 20 min.	12/18/00	H. Burnley
15	Costs & Cash Flow	Strategic Plan Review	L. Pulsifer to facilitate review. Time: 1 hr. 30 min.	12/18/00	H. Burnley
16	Costs & Cash Flow	Supply Chain Update	OSI Staff to make presentation. Time: 2 hr. 30 min.	12/18/00	H. Burnley
17	Organizational Capability	Strategies for Hourly Hiring	Presentation made 9/28/00 reviewing 3 phase hiring strategy dealing with sourcing, selection and training of a 10X workforce. Need to define skills for workers as soon as possible and define timeline for selection system. Will update OBT on strategy at December meeting.	12/18/00	K. Benner
18	Organizational Capability	Technical Ladder Promotion Review	R. Driver to facilitate. Time: 1 hr. 30 min.	12/18/00	K. Benner
19	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	12/18/00	J. Carboni

**OPERATIONS BUSINESS TEAM**  
November 28, 2000 (DRAFT)

20	Corporate Responsibility	Supplier Diversity Development Update	G. Huelsman to make presentation. Time: 20 min.	1/11/01	H. Long
21	Costs & Cash Flow	MONTHLY - Operations Budget Update for December	E. Johnson to give update. Time: 30 min.	1/11/01	M. Saine
22	Costs & Cash Flow	Operations Measures	K. Kriva to give update. Time: 20 min.	1/11/01	H. Burnley
23	Costs & Cash Flow	Strategic Plan Review	L. Pulsifer to facilitate review. Time: 1 hr. 30 min.	1/11/01	H. Burnley
24	Incentives & Compensation	PPP Rollup / IC Review	Review conducted 10/12/00. Further action discussed relative to employee development efforts in Operations. K. Benner & R. Driver to follow up with OBT in January.	1/11/01	K. Benner
25	Organizational Capability	Advancement Planning Confirmation Process Update	R. Driver to give update. Time: 30 min	1/11/01	K. Benner
26	Organizational Capability	Advancement Planning Promotability Ratings	R. Driver to facilitate discussion. Time: 45 min.	1/11/01	K. Benner
27	Organizational Capability	Project Management Capability Center	M. Wright to make presentation	1/11/01	K. Benner
28	Organizational Capability	Re-engineering Supervisor's Role	M. Wright to make presentation	1/11/01	K. Benner
29	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	1/11/01	J. Carboni
30	Quality System Implementation	SEMI-ANNUAL - Review of PM USA Sanitation Program	D. Chadick to make presentation	1/11/01	R. Cox & JAC
31	Costs & Cash Flow	Strategic Plan Review for OBT Reports	L. Pulsifer to facilitate discussion. Time: 6 hrs.	2/1/01	H. Burnley
32	Costs & Cash Flow	MONTHLY - Operations Budget Update for January	E. Johnson to give update. Time: 30 min.	2/22/01	M. Saine
33	Costs & Cash Flow	Operations Measures	K. Kriva to give update. Time: 20 min.	2/22/01	H. Burnley

OPERATIONS BUSINESS TEAM  
November 28, 2000 (DRAFT)

34	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	2/22/01	J. Carboni
35	Compliance	QUARTERLY Review - Warrant Response Plan	J. Holleran to circulate plan for revisions prior to meeting. Time: 5 min.	3/16/01	J. Holleran
36	Costs & Cash Flow	Manufacturing Yield Measures	J. Calloway to give update.	3/16/01	S. Rivera
37	Costs & Cash Flow	MONTHLY - Operations Budget Update for February	E. Johnson to give update. Time: 30 min.	3/16/01	M. Saine
38	Costs & Cash Flow	Operations Measures	K. Kriva to give update. Time: 20 min.	3/16/01	H. Burnley
39	Costs & Cash Flow	QUARTERLY Review - Strategic Equipment Reserve	R. Arents to make presentation. Time: 20 min.	3/16/01	H. Burnley
40	Costs & Cash Flow	Strategic Plan Review	L. Pulsifer to facilitate review. Time: 1 hr. 30 min.	3/16/01	H. Burnley
41	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	3/16/01	J. Carboni
42	Organizational Capability	Salaried Hiring Strategies	P. Faust to make presentation	4/4/01	K. Benner